

Programme closure report

NewCore

Enterprise PPM (Sentient) ID #11900

Paul Tombleson

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1 Executive summary

The NewCore Programme is a key part of our journey towards **delivering the value of one Council**, and a **transformed customer experience**. Its purpose was to:

- Consolidate our core customer-facing systems (including customer and property related data) used to support customer interaction, regulatory services and rates.
- Simplify and standardise our customer and business processes which use these systems.
- Create efficiencies that will allow us to accommodate increased volumes (e.g. rise in building and resource consents) within the existing rates envelope and customer expectations of ease of use / timeframes.
- Create a standardised base set of systems for implementation of Unitary Plan and Bylaw Reviews, as only one set of systems need to be updated, versus multiple legacy systems
- Enable the effective deployment of our customer digital strategy including customer self service and field force mobility.
- Reduce operational risk around complex end of life systems e.g. MCC core systems

The need for this core system consolidation was identified through the ATA Process and we **planned for it** as part of our long term plan. The NewCore programme is a key component of that planned spend:

- During transition, we focused our core systems transformation on the vital Finance, HR and Payroll functions necessary to underpin council operations. We have since also completed key Asset Maintenance & Property Management systems to manage our assets and property leases and are delivering the next phase of Purchasing & Procurement Improvement
- The NewCore programme represents a further \$150.9 million of our planned CAPEX spend and was required to consolidate and improve the disparate and legacy council oriented business processes and functions of Council including rates, regulatory services and customer interaction
- NewCore has created the foundation on which to build other components to help transform the customer and Council experience and future-proof the Council's operation e.g. enabling self-service opportunities for customers

NewCore delivered:

- Delivered an integrated, consolidated core systems environment for use within the Customer, Rates and Regulatory business units that future transformation initiatives, productivity improvements and innovation can be built on (e.g. Digital Customer Strategy)
- Implementation of core processes using these systems that are simplified and standardised across the region
- Established processes for archiving and decommissioning of systems and, where possible, undertake this work for in-scope applications

The total approved budget for the programme was \$156.9m made up of \$150.9m CAPEX and \$6.0m OPEX:

- Capital expenditure of \$156.9m which was budgeted for in the LTP.
- Required an unbudgeted OPEX spend of \$6.0m approved by the Finance and Performance committee in November 2014.
- Actual costs at the closure of the programme was CAPEX \$148.6m and OPEX \$4.8m

In March 2014 a review of the NewCore programme was identified as being required and the programme moved into what a phase known "Regroup" and later became "Reset" The purpose of the Reset project was to re-baseline the NewCore programme to ensure that it is set up for success.

The key objectives of the Reset project were:

- Agreeing the target end-state that the NewCore programme would deliver (and what it will not deliver).
- Completion of the technology assessment required to support the programme going forward.
- Defining and addressing the governance and delivery model of the programme including capability limitations (across the entire programme).
- Defining and implementing an appropriate commercial and vendor management approach.
- Completion of an integrated programme plan, delivery milestones and final delivery date, including resource plan.
- Identification of how much it would cost to deliver each phase of the programme and total cost to complete.
- Identification of the revised benefits and comparison of expected benefits against the benefits captured in the original business case (and any benefits captured in budget e.g. Accounting Services).
- Determination of potential alternatives if the outputs from extended regroup (i.e. programme benefits, costs and timeframes relative to the business case scope and assumptions) were not palatable to the NewCore sponsors and Steercom.
- Ensuring there is clear 'traceability' from original business case to where we were then and what any new business case might show.

2 Project handover

Please note that all documentation and processes have been successfully handed over to the respective businesses including ICT based upon agreed criteria. Also note that all process flows now reside in the agreed ICT repository EASparx.

2.1 Deliverables handover

For details on all deliverables please refer to the appendix 6.1.

2.2 Documentation handover

All required artefacts have been handed over as agreed. The key repositories are:

1. Solution Manager – blueprints, functional and technical specifications
2. EASparx – process flows for all Value Streams
3. SharePoint i-Train <http://shareit13/sites/itrain/Pages/default.aspx> for NewCore user guides
4. HP ALM – for test execution and defect resolution

In appendix 6.2 is a list with links relevant to the NewCore Deployment handover.

2.3 Resource handover

All business resources have exited from the NewCore programme and have moved back into business roles or in some cases have left Auckland Council. No resources remain on the NewCore programme.

3 Project closure

Full exit criteria agreed with the business and ICT are contained within the links in Appendix 6.2 along with accompanying approvals. Full approvals have been achieved and there are no outstanding actions required from the NewCore programme.

3.1 Acceptance criteria

Please refer to appendix 6.2.

3.2 Outstanding project incident activities

There are no outstanding incidents from NewCore. As part of the closure process handover of the following incidents to ICT business as usual were accepted.

Incident	Description	Action required	Date	Owner	Comments
154	ADJUSTER to be hand over - Form Data with default value of Migration	Handed over to BAU in logit SD1096367 to be run post July.	20/7/17	Tyla Cochran	Unable to be run prior to 31 July so agreed to be handed over
287	MTH1 ADJUSTER - data migrated from PW with no open task is showing up with assessment checklist step	Raised a logit SD1098048 for BAU team to take this item up post July	25/7/17	Tyla Cochran	Unable to be run prior to 31 July so agreed to be handed over
572	ADJUSTER TBD - Adjustor for Regional Consents	Logit SD1098890 raised to hand this over to BAU team to be run post July	26/7/17	Tyla Cochran	
596	0CRM_SRV_REQ_INCI_H extractor brings duplicates records	Raised C354153 for Hand over to BAU	28/7/17	Navneel Singh	
615	LIM PO Limits Breached	Proposed way forward handed over to ICT	28/7/17	Hugh Smith	Discussed at BWG and BOG on 24 and 26 July. Discussed and agreed with Hugh Smith at meeting on Friday 28 July.

3.3 Stakeholder communication and engagement

Target audience	Intended message	Method used	Date	Owner	Comments
All identified stakeholders on the NewCore Stakeholder Analysis register	Project has been successfully completed and is now officially been handed over to ICT.	NewCore Newsletter & article on Kotahi	20 July 2017	Paul Tombleson / Alison Waugh	As per NC Comms Plan and Internal Comms Dept.

Council ELT & SLT	As documented in the NewCore Review	Interviews with key bus & programme managers/ business leads		Alison Waugh	Documented & Issued to Transformation Dept. for future reference
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3.4 Summary of project review

Deliverables	As approved and approved at Reset in November 2014	Actual	Comments / change requests
Total budget	\$156.9m	\$153.4m	Capex savings \$2.3m Opex savings \$1.2m based on reset budget.
Schedule	Completed by 31 July 2017	31 July 2017	
Scope	Contact to Request Lodge to Issue Monitor to Enforce Property Capture to Inform Order to Fulfil Value to rate Credit to cash	Contact to Request Lodge to Issue Monitor to Enforce Property Capture to Inform Order to Fulfil Value to rate Credit to cash	Archive and decommissioning was partly taken over by ICT and they completed a separate scoping exercise for this.

3.5 Summary of key lessons learned

A final Programme post implementation review will be conducted under Internal Audit in Q3/4 2017 and a separate report issued. In appendix 6.3 we have included documentation from lessons learned and captured following Go Live 4 in 2016. A separate NewCore programme change review has been completed and handed over to the Transformation Department.

4 Conclusion and recommendation

The NewCore programme has successfully deployed the full scope within the reset timeframes and budget agreed at the Finance and Performance Committee meeting in November 2014. This has been a highly complex programme that has required outstanding commitment and support across all impacted areas of Auckland Council. An estimated 3,500 people have been trained on the NewCore solution and are now following the new and agreed processes. Access to legacy systems is only provided on a display basis and users are unable to execute NewCore processes in these legacy systems.

NewCore is a foundational programme with a clear mandate to Consolidate, Simplify and Standardise – providing capability for the business to optimise.



Providing
Capability for the
Business to
Optimise



On 26 July 2017 NewCore reported to the Finance and Performance committee advising them that the NewCore programme is now complete as below:

Resolution number FIN/2017/103

MOVED by Deputy Chairperson D Simpson, seconded by Deputy Mayor B Cashmore:

That the Finance and Performance Committee:

- a) note that the NewCore project has been successfully deployed across all of Auckland Council. It has been delivered on time, within the agreed scope and at \$2.8 million less than the approved budget.
- b) note that the project closure report, including the Post Implementation Review (PIR) to be completed by 10 August 2017, will be provided to the Audit and Risk Committee on 25 August 2017 and that this report will be the formal closure of the project

The NewCore programme also leaves behind many artefacts that will help to accelerate new projects and examples include:

- Fully documented process flows for all value streams stored within the agreed ICT repository EASparx
- Blueprints stored within SAP Solution Manager
- Test documentation, test scripts, test results, regression test suites with some automated test scripts. These are all stored within HP ALM
- User guides covering all value streams stored in SharePoint i-Train

5 Document control

5.1 Document purpose

This project closure report formalises the administrative closure of the project. It aims to:

- confirm the customer has accepted the product, service or asset;
- list the outstanding business activities, risks and issues;

- set of closure actions (to hand over project deliverables / documentation, terminate suppliers, release resources and undertake closure communication);
- obtain approval for administrative or premature project closure.

5.2 Document history

Version	Date	Update by	Update details
V0.3	11/7/17	Paul Tombleson	First draft
V0.5	18/7/17	Paul Tombleson	Updated following feedback from team
V0.8	2/8/17	Paul Tombleson	Further review and draft ready to send out
V1.0	10/8/17	Paul Tombleson	Saved as version 1 following ICT feedback
V2.0	27/9/17	Paul Tombleson	Updated following BWG and BOG feedback
V3.0	10/9/17	Paul Tombleson	Updated following minor steer co feedback

5.3 Associated documents

Version	Date	Document name and storage location

5.4 Distribution

Title	Name
Executive Steering Committee	Sue Tindal, Dean Kimpton, Patricia Reade, Mark Denvir
Business Owners Group	Nigel King, Grant Barnes, Ian McCormick, Ian Smallburn, Hugh Smith, Debbie Acott, Sara Hay, Bruce Gardiner, Penny Pirrit, Selvan Naidoo
Business Working Group	Pam Styles, Michael Smith, Francis Caetano, Marc Verwoerd, Jacquie Davidson, Kevin Smith, Sarah Anderson, Fran Maguire, Sam Marshall, Scott Levens
Head of ERP	Hugh Smith

6 Appendices

6.1 Appendix 1 NewCore Programme Deliverables Matrix

Phase	QA Gate	Deliverable	Artefacts	Team	Owner	Template/final document location	QA Process	Approval Process	Approvers	Acceptance Criteria	Target Date
Project Preparation	1 Business Requirements to Design	1.1 Scope defined	1.1.1 Scope Register	Programme	Deepak Pratap	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\Reset Plan\Scope\NewCore scope and opportunities table v12	Review against business processes and business case	N/A	Programme Director and Programme Manager	Scope register exists, is up to date and can be traced back to business case	Done
			1.1.2 Requirements - Detailed and High level	Each team	Roseann O'Hare	EASparx (original spreadsheet U:\CityWide\Projects\NewCore\300 Design, Build & Test\330 BA\Requirements\NewCore Business Requirements v1.5)	Confirm traceability of all requirements to Value Stream, QA reviews of requirements achieved through Blueprint reviews	Present Summary of Requirements Traceability to BOG	BOG	Requirements can be traced back to business case and forward to blueprint and testing. All requirements have a clear compliance status and explanation if not fully met. All benefits statements in the business case have corresponding requirements identified. Requirements from Blueprints are recorded in EASparx and their status is complete and correct, showing all necessary fields and tags. Requirements traceability to Value Stream Level 4 processes should be able to be viewed and reported from EA EASparx	Done
		1.2 Programme organisation stood up	1.2.1 Project Execution Plan	Programme	Deepak Pratap	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\PEP	Programme Governance Team review	Programme Sponsor & Programme Director sign-off	Programme Sponsor & Programme Director	Composite and complete based on point in time being Reset exit	Done
			1.2.2 Detailed project Plan	Each team	PMs	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\NewCore Planning Methodology\Integrated plan	Check alignment to baselined programme milestones in PEP. Confirm all scope covered	N/A	N/A	Project plan is composite and complete, including all phases and activities for all project threads. Project plan fits within acceptable timeframes and has acceptable implementation risk. Project plan incorporates appropriate dependencies and constraints	Done
			1.2.3 Work breakdown master	Each team	Deepak Pratap	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\Work Breakdown Structure	Confirm all scope covered - review against scope register	Programme Manager sign-off	Programme Manager	Work break down master is composite and complete and is fully reflected within the detailed project plans	Done
			1.2.4 Detailed programme Plan	Programme	Tom Wakeman	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\NewCore Planning Methodology\Integrated plan	Check alignment to baselined programme milestones in PEP. Confirm all scope covered	N/A	N/A	Programme plan is a consolidation of the project plans and is composite and complete	Done
			1.2.5 Programme org structure including governance	Programme	Paul Tomblison	U:\CityWide\Projects\NewCore\600 Project Control\601 Project Team and Stakeholders\Transition Planning	Review structure with Programme Sponsor	Present to Exec Steerco	Exec Steer Co	Programme governance and organisation structure is approved along with clear terms of reference and accountabilities and responsibilities	Done
			1.2.6 Detailed resource Plan	Each team	PMs	Sentient	Updated and checked against project cost models and project schedules quarterly	N/A	Programme Manager	Resource plan is composite and complete and reflects the project plans. Resource plan makes the best use of internal and external resources to meet the programmes objectives	Done
			1.2.7 Financial Forecast	Each team	PMs	Sentient	Updated and checked against project cost models and project schedules quarterly	N/A	Programme Manager	Financial forecast is composite and complete and reflects the project plan and Resource Plan.	Done
			1.2.8 Risks, Issues and Decision Register	Each team	Laurence Moss	U:\CityWide\Projects\NewCore\600 Project Control\650 Issues_Risks & Decisions Register	Monthly Risk Reviews	N/A	N/A	Risks and Issues register has been maintained and is up to date	Done

		1.2.9 Change Register	Programme	Laurence Moss	U:\CityWide\Projects\NewCore\600 Project Control\630 Change Requests	Weekly NCCB reviews	N/A	N/A	Change register has been maintained and is up to date	Done
		1.2.10 Programme Quality plan	Programme	Laurence Moss	U:\CityWide\Projects\NewCore\600 Project Control\690 Programme Planning\Reset Plan\Planning	Review with PMs, Programme Scheduler, Process Lead & Programme Manager and Programme Director	Document sign-off	Programme Director, Programme Manager and Programme Sponsor	Quality plan is composite and complete.	Done
	1.3 High Level Solution Design	1.3.1 High Level Solution Design	Architecture	Marc Verwoerd	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	Design Walkthrough with Solution Architects	Design Authority & TRB Presentation	Architecture Lead, Programme Manager & IS Service Owners, TRB	High level solution design is composite and complete and reflects the agreed scope.	Done
	1.4 Change Management Strategy	1.4.1 Change Management Strategy	OCM	Alison Waugh	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\050 Org Change & Comms	Already approved	Already approved	BWG	Change Management Strategy is composite and complete.	Done
	1.5 Initial Stakeholder Analysis	1.5.1 Initial Stakeholder Analysis	OCM	Alison Waugh	\\aklc.govt.nz\Shared\CityWide\Projects\NewCore\500 People and Change\Stakeholder Management	Review with Business Leads	N/A	Programme Director	Initial Stakeholder analysis is composite and complete and reflects all key stakeholders impacted by NewCore	Done
	1.6 Training Strategy	1.6.1 Training Strategy	OCM	Alison Waugh	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\040 Training	Already approved	Already approved	BWG	All impacted users are considered and a value stream approach is taken to ensure the benefits can be achieved	Done
	1.7 Communication Plan	1.7.1 Communication Plan	OCM	Alison Waugh	\\aklc.govt.nz\Shared\CityWide\Projects\NewCore\500 People and Change\Change Management Planning\Engagement & Comms Plans	Already approved	Already approved	BWG	Plan adheres to the principles set out in the change management strategy	Done
	1.8 Data Migration Strategy	1.8.1 Data Migration Strategy & Approach	DM	Ganapathy Iyer	U:\CityWide\Projects\NewCore\900 Projects\NC - WIRED\200 Initiation\260 Scope\01 Data Mig Scoping\DM Strategy	Review with PMs and Programme Manager	Document sign-off	Programme Director and Programme Manager	Data Migration Strategy is composite and complete.	Done
Blueprint	2.1 Future State Design complete	2.1.1 Lean Blueprint	P&C	PM	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\030 BPDs	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Max Attention SAP review (4 reviews over time as Blueprint evolves) 4 Design Authority confirmation that integration points across streams are correct 5 Business Owner & IS Service Owner review/walkthroughs	Document sign-off BWG & BOG updated	1 PM 2 Solution Architect 3 Business Owners	Lean blueprint provides the future state design and supporting build work to achieve that is workable and adequate to deliver the purpose of NewCore - Consolidate, Simplify and Standardise.	Done
		2.1.2 Blueprint	P&C/O2F	John Boyle	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\030 BPDs	1 Project team review 2 Max Attention design review 3 Cross - programme by all Solution Architects across streams 4 Design Authority confirmation that integration points across streams are correct 5 Business Owner & IS Service Owner review/walkthroughs	Document sign-off BWG & BOG updated	1 PM 2 Solution Architect 3 Business Owners	Blueprint provides the future state design and supporting build work to achieve that is workable and adequate to deliver the purpose of NewCore - Consolidate, Simplify and Standardise.	Done
	2 Design to Build									

2.1.3 Process Decomposition	Programme	Phani Kowloori	EA EASparx tool	1 Confirm traceability of all requirements to Value Stream (QA reviews of processes, achieved through Blueprint reviews) 2 Enterprise Architecture review.	BOG Presentation	BOG	Process decomposition is defined based on value streams and reflects down to level 5. EASparx EA requirements models are complete and show relationships (realisation) to business processes. Process designs reflect the documented, detailed process steps, and are correctly portrayed in EASparx EA. Council's Process Categorisation methodology has been followed correctly, processes have been simplified and standardised wherever possible (avoiding unnecessary duplicates and variations), and processes have been located within the most appropriate value streams	Done
2.1.4 WRICEF Register	Programme	Marie Curtis	U:\CityWide\Projects\NewCore\300 Design, Build & Test\WRICEF Register	Solution Architects to review against individual sign-off blueprints for alignment	Handover as part of BAU transition	IS Service Owners	WRICEF exists and is managed	Done
2.1.5 Functional/Technical Specifications	Each team	PM	Solution Manager	Review with all solution architects and Development PM	Document sign-off	Functional lead, Architecture lead and Development lead & Business Lead (CFM)	Functional/technical specifications are composite and complete including testing requirements	Done
2.1.6 Migration Requirements Specifications	Each team	PM	U:\CityWide\Projects\NewCore\900 Projects\NC - WIRED\300 Design, Build & Test\360 Data Migration\20 MRS	1 Review Functional Lead 2 Review with DM PM	Document sign-off	Functional Lead & DM Conduit	Migration Requirements specifications are composite and complete - should cover all objects in Data Object Model (at least for CFM & CLIC for SIT1)	Done
2.1.7 BI Reporting specifications	EDW/BI	Tony Aitken	\\aklc.govt.nz\Shared\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\080 FunctionalTechnical Specifications\EDW_BI Solution Reqt Specifications\BI Solution Requirements Tracking v3.0.pdf	Review with business SMEs	Document sign-off	Business Leads & BI Analyst	BI reporting specifications are composite and complete	Done
2.1.2 R&DM Solution Architecture	R&DM	Paul D (Was Neil F)	U:\CityWide\Projects\NewCore\900 Projects\NC - Document Mgmt\200 Initiation\220 H L Design\EDRMS\NewCore Doc Mgmt Solution Architecture\	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.4 Newcore high level SAP Infrastructure design	WIRED	Michael Smith	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	A technical description of the SAP technology landscape from a physical standpoint is available, showing where each of the SAP systems are installed, and the physical or virtual servers assigned to each system along with their specifications.	Done
2.1.5 Scanning Solution Architecture	R&DM	Will Bendall	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done

2.1.6 NewCore CLIC Solution Architecture	CLIC	Nicole Wieberneit	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.7 SAP PO Error Handling High Level Design	Integration	Rahul Ranchhodji	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The high level design identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.8 Customer Online Solution Architecture	CLIC	Jon Kingsley Smith	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.9 P&C High Level Design	P&C	Adrian Vaughn	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The high level design identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.11 NewCore GIS High Level Design	Design Authority	Hohua Diamond	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The high level design identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.12 NewCore Integration Patterns	WIRED	Rahul Ranchhodji	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The high level design identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.13 NewCore Property Information Products Solution Architecture	PIPS	Thomas Wieberneit	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.1.14 EDRMS Search Detailed	R&DM	Will Bendall	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	Review by EDRMS Search Solution	Document Sign-off	EDRMS Search Solution Architect	The Detailed Solution Design meets the specified requirements	Done

	Solution Design				Architect			and complies with the approved solution architecture document(s)	
2.2 Technical Architecture Design	2.2.1 High Level Design - Technical	Programme	Marc Verwoerd	U:\CityWide\Projects\NewCore\300 Design, Build & Test\340 Architecture & Design\STANDARDS U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture\TRB Minutes Approving\Approval of Integration patterns - Technical Review Board Meeting Minutes 20150724.pdf	Peer review with all Solution Architects	Presentation to approval forums and then document sign-off	Design Authority then Technical Review Board	The end-to-end technical and integration design of the solution to be implemented accounts for all decisions made during the Business Blueprint phase including business process definitions, integration with external systems, and physical server deployment. High Level Solution Architecture should describe the building blocks and their arrangement in providing a solution, including application & infrastructure, and shared or reusable services. It should include conceptual and logical views of the solution landscape which are linked to benefit and high-level requirements.	Done
	2.2.3 NewCore CFM and Rates Solution Architecture	CFM	Jacinta Cowell	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\020 High Level Design_Solution Architecture	1 Project team review 2 Cross - programme by all Solution Architects across streams 3 Design Authority confirmation that integration points across streams are correct	Design Authority & TRB Presentation	Design Authority then Technical Review Board	The solution architecture identifies all architectural decisions made and defines the components that will make up the solution to meet the stated requirements. It therefore allows the delegation of the production of these components.	Done
2.3 Detailed Infrastructure Design	2.3.1 SIT Infrastructure Design	WIRED	Michael Smith	U:\CityWide\Projects\NewCore\900 Projects\NC - Infrastructure\300 Design, Build & Test\340 Architecture & Design\Infrastructure Landscape\NewCore SIT Infrastructure Design v1.1.docx U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\100 Implementation	Review with Design Authority, Hartley Holtzhauzen, Mark Feldon	Document sign-off	Matt Gurry Architecture Lead Jeffrie Mendoza Hartley Holtzhauzen Mark Feldon	A technical description of the entire technology landscape from a physical standpoint is available, showing where each of the SAP and non-SAP systems are installed, and the physical or virtual servers assigned to each system along with their specifications.	Done
2.5 Data Migration Design Complete	2.5.1 Data Object Definition	DM	Ganapathy Iyer	Draft ready. P&C missing. Rest will be sent out for review and approval by 24 Jul.	Document reviews with Functional Stream Lead/PM, Testing PM and Business Leads	Document sign-off	Programme Manager	Contains a complete list of data objects in scope for migration. Covers stream wise data objects as well as cross stream ones. Includes details on data objects, volumes, source systems, need and method for Extraction, Transformation, Load and Reconciliation / Testing validation programs. It also provides a view on data ownership within Council.	Done
	2.5.2 Data Reconciliation & Migration Validation Testing Approach	DM	Ganapathy Iyer	U:\CityWide\Projects\NewCore\900 Projects\NC - WIRED\300 Design, Build & Test\360 Data Migration\27 DM Testing\Testing	Functional Stream Leads, Business Data Owners & Testing PM	Document sign-off	Business Leads & Functional PM(s)	Describes all the reconciliations, testing and validations that will need to be performed to gain assurance on the migrated data. Details the tools and approach to execute these activities.	Done
	2.5.3 Data Cleansing Approach	DM	Ganapathy Iyer		Document reviews with Functional Stream Lead/PM, Testing PM and Data Governance team	Document sign-off	Data Governance Lead	Describes how, when and where cleansing of legacy data will be performed. Includes a description of how de-duplication (references de-dupe policy coming out of the data governance policy) of master data will be performed. Details roles, responsibilities and a high level cleansing plan. Includes a summary of data quality reporting that will be provided by the data migration stream to support the business and the programme in facilitating data readiness for	Done

Realisation	3 Build to System Test	3.1 Build is complete based on the future state design	2.5.4 Data Mapping Documents	DM	Ganapat hy lyer		Business SMEs, Data analysts & Functional leads	Document sign-off	Business Leads & Functional PM(s)	migration. One document exists for each data object in scope and depicts how data will be converted from legacy to target systems. Includes all fields on the target side, required source fields from legacy and rules binding the two.	Done	
			2.5.5 Data Metrics and Tracking KPI Document	DM	Ganapat hy lyer		Functional Stream Leads, Business Data Owners and Data Governance team	Document sign-off	Data Governance Lead	Defines all metrics and KPIs that will be tracked from a data quality perspective across each data object and combination of linked data objects on an ongoing basis.	Done	
			2.6 Test Strategy	2.6.1 Test Strategy	Testing	Raman Sethi	U:\CityWide\Projects\NewCore\300 Design, Build & Test\310 Acceptance & Testing\03 Test Strategy	Superseded	Approved	IS Service Owners, Programme Manager	Test Strategy is composite and complete.	Done
			2.7 Benefits Realisation Framework	2.7.1 Benefits Realisation Framework	Business Integration	Paul Tombleson	U:\CityWide\Projects\NewCore\400 Value Management\F. Business Case and Benefits Realisation	Reviewed by BOG	Handover to BOG	Exec Steer Co	BRF is composite and complete	31/07/2017
			3.1.1 Build complete for Property and Consents		P&C	John Boyle	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	The SAP system is configured to meet the approved future state blueprint design and has been unit tested by the project team and all configuration/build and unit test documentation is complete.	Done
			3.1.2 Build complete for Customer Interactions and Licensing		CLIC	Grant Baddeley	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	The SAP system is configured to meet the approved future state blueprint design and has been unit tested by the project team and all configuration/build and unit test documentation is complete	Done
			3.1.3 Build Complete for Customer Financial Management		CFM	Yzette van der Westhuizen	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	The SAP system is configured to meet the approved future state blueprint design and has been unit tested by the project team and all configuration/build and unit test documentation is complete	Done
			3.1.4 Build Complete for LIMs and Property File Products		PIPs	Lisa Phillimore	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	The SAP system is configured to meet the approved future state blueprint design and has been unit tested by the project team and all configuration/build and unit test documentation is complete	Done
			3.1.5 Build Complete for Development objects		Dev	Dion Ellison	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	Development objects have been developed to meet the functional requirements and have been built and unit tested to specification and all build and unit test documentation is complete	Done
			3.1.6 Build Complete for Integration		Integration	Chris Lyons	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	Integration objects have been developed to meet the functional requirements and have been built and unit tested to specification and all build and unit test documentation is complete	Done
3.1.7 Build Complete for		EDW/BI	Tony Aitken	Solution Manager	Unit Tested SME reviewed & Peer	Deployment process	Functional Spec Author &	EDW/BI system is built to meet the approved future state	Done			

		EDW/BI				Reviewed		Deployment Manager	blueprint design and has been unit tested by the project team and all build documentation is complete.	
		3.1.8 Build complete for GIS re LIMs	PIPs	Lisa Phillimore	Solution Manager	Unit Tested & Peer Reviewed, SAP Max Attention TIC Reviewed	Deployment process	Functional Spec Author & Deployment Manager	GIS maps built for LIMs to meet the approved future state blueprint design and has been unit tested by the project team and all build and unit test documentation is complete.	Done
		3.1.9 Build Complete for R&DM	R&DM	Mark Crosbie,	Solution Manager	Unit Tested & Peer Reviewed	Deployment process	Functional Spec Author & Deployment Manager	The EDRMS system is built to meet the approved future state blueprint design and has been unit tested by the project team and all build and unit test documentation is complete.	Done
		3.1.10 Build Complete for Data Migration	DM	Ganapathy Iyer	Solution Manager	Unit Tested & Peer Reviewed	Deployment process	Functional Spec Author & Deployment Manager	Data Migration is built to meet the approved future state blueprint design and has been unit tested by the project team and all build and unit test documentation is complete.	Done
		3.1.11 Configuration Documentation as-builts	Each team	PM	Solution Manager	Reviewed by all Functional Consultants	Document sign-off	Functional lead, Architecture lead	Configuration specifications are composite and complete and reflect the solution built	Done
	3.2 System test plans in place and ready for execution	3.2.1 Master Test Plan & System Test Plan for Property, LIMs and Consents	P&C	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.1 PLC	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		3.2.2 Master Test Plan & System Test Plan for Customer Interactions and Licensing	CLIC	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.2 CLIC	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		3.2.3 Master Test Plan & System Test Plan for Rates and Billing	CFM	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.3 CFM	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM(s) sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		3.2.4 NC Integration Test Plan	Integration	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.4 NCIS	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM(s) sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		3.2.5 Master Test Plan & System Test Plan for EDW/BI	EDW/BI	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.5 EDW	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM(s) sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		3.2.6 Master Test Plan & System Test Plan for R&DM	R&DM	Raman Sethi	U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\060 Testing\3.2.x System Test Plans\3.2.6 R&DM	Test plan reviewed with Process Lead, Functional Lead, System Architect, Release Lead and Infrastructure Lead	Test Manager and PM(s) sign-off	Test Manager and PM(s)	Scope/test coverage, test approach, timeline, resourcing, environment requirements met	Done
		Master Test Plan	Testing	Raman Sethi		Document Review with all PMs	Document sign-off	Test Manager and Programme Manager	Test plan prepared per project and is composite and complete covering all of NewCore scope.	Done

	4.1 Deployment Strategy completed	4.1.1 Deployment Strategy	Deploy	Bev den Boestert	U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\PROG_035 Deployment Strategy	1 Review with Programme Manager and Programme Director 2 Walkthrough with BWG 3 Walkthrough with BOG 4 Walkthrough with Steerco	Document sign-off	Programme Director and Programme Manager	Deployment Plan is composite and complete and reviewed with all key stakeholders	Done	
	4.2 SIT Test plans in place and ready for execution	4.2.1 SIT test plan	Testing	Raman Sethi	U:\CityWide\Projects\NewCore\300 Design, Build & Test\310 Acceptance & Testing\02 SIT\03 SIT Test Plan	Document Review with all PMs & Business Leads	Document sign-off	Test Manager and Programme Manager	Test plan is composite and complete covering all of NewCore scope.	Done	
		4.2.2 Testing requirements traceability matrix	Testing	Raman Sethi	ALM	Document Review with Solution Architects	N/A	N/A	Requirements traceability is composite and complete and clearly demonstrates testing coverage.	Done	
4 System test to end-to-end tests	4.3 System tested and ready for Integration and end to end testing	4.3.1 Data Migration Test Load Summary – Reconciliation, Testing & Validation	DM	Ganapathy Iyer		Review with Business SMEs, Business Leads & Functional Leads / PM	Document sign-off	Data Governance Lead	Details how a trial migration is delivered, key metrics on ETL success rates, key issues and outstanding items to be followed through. Flows on the back of reconciliation and testing / validation reports. One for each mock cycle.	Done	
		4.3.2 System Test Exit Report for Property, LIMs and Consents	P&C	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Done	
		4.3.3 System Test Exit Report for Customer Interactions and Licensing	CLIC	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Done	
		4.3.4 System Test Exit Report for Rates and Billing	CFM	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Done	
		4.3.5 NC Integration Test Exit Report	Integration	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Not Required	
		4.3.6 System Test Exit Report for EDW/BI	EDW/BI	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Done	
		4.3.7 System Test Exit Report for R&DM	R&DM	Raman Sethi		Document Review with PMs & Test Leads	Document sign-off	Test Manager and Programme Manager	No outstanding P1s and P2s. Any outstanding items are clearly identified and agreed. System test exit report is composite and complete.	Not Required	
		4.3.8 End-to-end test environment & Data	Deployment	Bev den Boestert	N/A		Smoke tested and data migrated	N/A	N/A	End-to-end test environment is available and ready for use. Migrated data has been reconciled in the SIT environment and incomplete record sets identified/fixed and communicated	Done
		4.4 Lessons learned	4.4.1 Lessons learned	Programme	Laurence Moss	http://acintranet.aklc.govt.nz/EN/workingatcouncil/projectmanagement/Documents/AC%20PMF%20Project%20review%20and%20LL%20template%20v2.0.dotx	Review with all PMs and Programme Governance team	Document sign-off	Programme Director	Documented lessons learned with appropriate actions	Done

	4.5 Gateway sign off	4.5.1 Gateway sign-off report	Program me	Deepak Pratap	http://acintranet.aklc.govt.nz/EN/workingatcouncil/projectmanagement/Documents/Gateway%20approval%20formv3.doc	1 Document Review with Programme Director and PMO/Quality Manager 2 Review with Programme Sponsor 3 Review with Gateway Panel (if requested by sponsor)	Document sign-off	Programme Director, Programme Manager and Programme Sponsor	All deliverables approved, on-track to achieve business case objectives and benefits, all critical and major risks have actions in place	Done	
5 Testing completed	5.1 Remaining End-to-end Test plans in place and ready for execution	5.1.1 UAT test plan	Testing	Raman Sethi	U:\CityWide\Projects\NewCore\300 Design, Build & Test\310 Acceptance & Testing\05 UAT	Document Review with Business Leads and Business Owners	Document sign-off	Business Owners, Test Manager and Programme Manager	Test plan is composite and complete covering all of NewCore business processes and requirements	Done	
		5.1.3 Rates cycle test plan	Testing	Raman Sethi		Document Review with Rates Business Owner & CFM PM	Document sign-off	Test Manager and Programme Manager	Test plan is composite and complete covering all Rates Cycle requirements	Done	
		5.1.4 Performance test plan	Testing	Raman Sethi	U:\CityWide\Projects\NewCore\300 Design, Build & Test\310 Acceptance & Testing\09 Performance Testing	Document review with PMs, Solution Architects and IS Service Owners	Document sign-off	Test Manager, Programme Manager & Architecture Lead	Test plan is composite and complete covering all performance requirements	Done	
	5.2 Future state design and build tested	5.2.1 SIT test cycles executed and defects resolved	Testing	Raman Sethi	ALM		Covered via test cycle closure reports	Test closure reports	Programme Leads, Business Leads, ICT test lead	All test scripts have been executed. Defects have been resolved, accepted or have a resolution strategy in place. As per agreed test acceptance criteria	Done
		5.2.2 Rates cycle test execution results	Testing	Raman Sethi	ALM		Covered via test cycle closure reports	Test closure reports	Programme Leads, Business Leads, ICT test lead	All test scripts have been executed. Defects have been resolved, accepted or have a resolution strategy in place. As per agreed test acceptance criteria	Done
		5.2.3 Rates cycle test Summary report	Testing	Raman Sethi			Document Review with Rates Business Owner & CFM PM	Document sign-off	Programme Manager and Test Manager	Reports are composite and complete and reflect current status accurately	Done
		5.2.4 SIT Exit Report	Testing	Raman Sethi			1 Programme Team review document 2 BWG review 3 BOG review	Document sign-off	Programme Director and Programme Manager	Exit report is composite and complete	Done
	5.3 Security, Infrastructure & User Access Design completed	5.3.1 Role to Position Mapping (for Go-Live)	OCM	Alison Waugh	\\aklc.govt.nz\Shared\CityWide\Projects\NewCore\500 People and Change\System Users NewCore Solutions\SAP User Security NewCore		Review with Business Leads	Document sign-off	Business Owners	Roles are composite and complete and are recorded in the User Role and Security Register.	Done
		5.3.2 Security Scope	WIRED	Chris Lyons			Review with Programme Manager, Council Security manager & Architecture lead	Document sign-off	Architecture Lead council Security manager Wired Programme Manager Newcore programme manager Infrastructure & Security project manager	Security scope for the programme is clearly outlined and agreed, including the boundaries with the wider Council security initiatives and requirements	Done
		5.3.3 Security Strategy	WIRED	Chris Lyons			Review with Architecture lead, present at Design Authority forum	Document sign-off	council Security manager NewCore architecture lead	Reflects the agreed security scope and outlines the major activities, deliverables and roles and responsibilities relating to the programme	Done
		5.3.4 User Access and Controls Design	WIRED	Chris Lyons			Review with Architecture lead, present at Design Authority forum	Document sign-off	design authority	Security and Controls design is composite and complete for identity management, authentication, authorisation and process controls meeting Auckland Councils requirements for SAP and NON-SAP solutions.	Done

		6.3 Go Live Readiness	6.3.1 Go Live Readiness report (Go/No-Go)	Deploy	Bev den Boestert		n/a	Review with BWG and BOG. Exec Steer co approve	Exec Steer Co	Go Live readiness report is signed off by all key stakeholders and all agreed acceptance criteria are achieved or there is an agreed (by the business) workaround.	Done	
		6.4 Lessons learned	6.4.1 Lessons learned	Programme	Laurence Moss		Reviewed with BWG and BOG	N/A	N/A	Documented lessons learned with appropriate actions	Done	
		6.5 Gateway sign off	6.5.1 Gateway sign-off report	Programme	Deepak Pratap	http://acintranet.aklc.govt.nz/EN/workingatcouncil/projectmanagement/Documents/Gateway%20approval%20formv3.doc	1 Document Review with Programme Director and PMO/Quality Manager 2 Review with BWG and BOG 3 Review with Exec Steer Co	Document sign-off	Programme Director, Programme Manager and Exec Steer Co	All deliverables approved, on-track to achieve business case objectives and benefits, all critical and major risks have actions in place	Done	
Go Live & Support		7.1 Solution Deployed	7.1.1 Post-cutover Verification Report	Deploy	Bev den Boestert	N/A	N/A	N/A	N/A	Solution ready for use. All users can access the solution via correctly defined roles. Migrated data has been reconciled in the Production environment and incomplete record sets identified/fixed and communicated, The target data quality level (tbd) Processed some transactions	Done	
		7.2 Operational handover	7.2.1 Operational handover material	Deploy	Bev den Boestert	U:\CFO\Information Services\Programme Office\Methodology\000 IS PMO SDLC\100 Templates\03 Execution\Operational Handover Document v1.6.dotx	1 Internal review with PMs, Programme Managements team 2 Walkthrough with IS Service Owners	Document sign-off	IS Service Owners, Programme Manager, PMO/QA Manager	Operational handover material is composite and complete and meets the agreed requirements with IS and the business	Done	
		7.3 Lessons Learned	7.3.1 Lessons learned	Programme	Laurence Moss	http://acintranet.aklc.govt.nz/EN/workingatcouncil/projectmanagement/Documents/AC%20PMF%20Project%20review%20and%20LL%20template%20v2.0.dotx	Review with all PMs and Programme Governance team	Document sign-off	Programme Director	Documented lessons learned with appropriate actions	10/08/2017	
		7.4. Hand over to BAU Exit Support	7.4.1 Hand over to BAU Readiness report	Deploy	Bev den Boestert		N/A	Criteria agreed and then measured against	Selected Business Owners and IS Service Owners	Agreed acceptance criteria for handover to BAU has been achieved and any outstanding items are clearly identified and agreed	Done	
		7 Handover to BAU	7.5. Gateway sign off	7.5.1 Gateway sign-off report	Programme	Deepak Pratap	http://acintranet.aklc.govt.nz/EN/workingatcouncil/projectmanagement/Documents/Gateway%20approval%20formv3.doc	1 Document Review with Programme Director and PMO/Quality Manager 2 Review with Programme Sponsor 3 Review with Gateway Panel (if requested by sponsor)	Document sign-off	Programme Director, Programme Manager and Programme Sponsor	All deliverables approved, on-track to achieve business case objectives and benefits, all critical and major risks have actions in place	Done

6.2 NewCore Deployment Handover

Deployment Strategy:

[..\600 Project Control\700 Approved Documents\100 Implementation\Deployment Strategy\PROG_035 Deployment Strategy Go Live 4 v1.1.pdf](#)

Plan on a page:

Go Live 4:

[PROG_035 Deployment Strategy\Archive\NewCore High Level Plan on a Page 20160316.pptx](#)

Go Live 5:

[PROG_035 Deployment Strategy\NewCore High Level Plan on a Page 20161213.pptx](#)

Transition to Support Strategy:

[PROG_035_1 Transition to Support Strategy\PROG_035_1 Transition to Support Strategy Go Live 4 v1.1.pdf](#)

Post Go Live Support Exit Criteria:

Go Live 4 June/July:

[08 Post Go Live Support\01 NewCore Post Go Live Support Exit Criteria\NewCore Post Go Live Support Exit Criteria v1.0.docx](#)

Approvals:

[U:\CityWide\Projects\NewCore\600 Project Control\700 Approved Documents\100 Implementation\Post Go Live Support Exit Criteria\Business Owner approval emails](#)

Go Live 4 October:

[08 Post Go Live Support\01 NewCore Post Go Live Support Exit Criteria\NewCore Post Go Live Support Exit Criteria v1.1.docx](#)

Approvals:

[U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\08 Post Go Live Support\01 NewCore Post Go Live Support Exit Criteria\Oct Approval Emails](#)

Go Live 5:

[08 Post Go Live Support\01 NewCore Post Go Live Support Exit Criteria\Go Live 5\NewCore Post Go Live Support Exit Criteria v1.0.docx](#)

Approvals:

[U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\08 Post Go Live Support\01 NewCore Post Go Live Support Exit Criteria\Go Live 5\Approval emails](#)

Deployment (Cutover) Plan:

Go Live 4 June:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\01 Cutover Plan\Go-live\01 GL4 - June>

Go Live 4 July:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\01 Cutover Plan\Go-live\02 GL4 - July>

Go Live 4 Oct:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\01 Cutover Plan\Go-live\03 GL4 - October\05 - GL4 October Production>

Go Live 5 June:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\01 Cutover Plan\GL5\05 Production Go-live\NewCore Deployment Plan GL5 July.xlsx>

Go Live 5 July:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\01 Cutover Plan\GL5\05 Production Go-live\NewCore Deployment Plan GL5 July.xlsx>

Business Cutover Plan:

Go Live 4 June/July:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\07 Business Cutover\NewCore GO LIVE>

Go Live 4 October:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\07 Business Cutover\01 October Go Live>

Go Live 5 June/July:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\07 Business Cutover\00 GL5 June 17>

Handover to Support (Business and ICT)

Go Live 4 June/July:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\08 Post Go Live Support\02 Handover to Support\Go Live 4 June Business Owner approval emails>

Go Live 4 Oct:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\08 Post Go Live Support\02 Handover to Support\Go Live 4 October approval emails>

Go Live 5:

<U:\CityWide\Projects\NewCore\350 Deployment, Cut Over\08 Post Go Live Support\02 Handover to Support\Go Live 5\Email approvals>

Go Live Readiness (and Exit Support) Gates:

Go Live 4 June/July:

[03 Readiness Checks\Go Live 4\Gateway Exit Execution and Delivery Entry Go Live GL4 June July.xlsx](#)

Go Live 4 June Entry Go Live:

[03 Readiness Checks\Exit Execution and Delivery Entry Go Live 4\NewCore Exit Execution and Delivery Entry Go Live 4 20160527.pptx](#)

Go Live 4 July Entry Go Live:

[03 Readiness Checks\Exit Execution and Delivery Entry Go Live 4\NewCore Exit Execution and Delivery Entry Go Live 4 20160527.pptx](#)

Go Live 4 October:

[03 Readiness Checks\Go Live 4\Gateway Exit Execution and Delivery Entry Go Live GL4Oct.xlsx](#)

Go Live 4 October Entry Go Live:

[03 Readiness Checks\Exit Execution and Delivery Entry Go Live 4\NewCore Exit Execution and Delivery Entry Go Live 4 Oct 20161014.pptx](#)

Go Live 5:

[03 Readiness Checks\Gateway Exit Execution and Delivery Entry Go Live GL5.xlsx](#)

Go Live 5 Entry Go Live June:

[03 Readiness Checks\Go Live 5 Gates\NewCore Entry Go Live 5 20170526.pptx](#)

Go Live 5 Entry Go Live July:

[03 Readiness Checks\Go Live 5 Gates\NewCore Entry Go Live 5 July 20170630.pptx](#)

Go Live 5 Exit Support June/July:

[03 Readiness Checks\Go Live 5 Gates\NewCore Exit Support 5 June July 20170707.pptx](#)

6.3 Appendix 2 Programme review and lessons learned

Building Control Lessons Learned

What worked well:

- Floorwalkers – training guides single page quick reference guides
- Floorwalker are doing well
- Having people on the same system
- Can see all documentation in a single system
- Customer service is looking better – because of capability around slot management for inspection
- Single way of working
- Having rigour in place makes it a good experience
- Training is a lot better – single system of training
- Reporting is useful – single overview
- A single view of the application
- How the team has come together and coped with the change
- Proactive way of operating and leadership to the team/individuals
- Communication was done well
- Trainers were knowledgeable and understood the end to end process and answer questions well.

What can we do better:

- Programme to have an operations overview
- Have further involvement in design from the business
- Better timing around deployment
- A single place to manage activities and hierarchy
- To get clarity around the status of the checklist steps once it is completed
- Include some ways of how overviews etc can be done for managers
- Reporting - operational reports to be trained on properly
- Too many surprises
 - o Inspection allocation reports – format provided and it was changed
 - o Slot Management – more clarity around some of the capability and measures
- Training environment – doesn't have enough data. End to end processes didn't happen properly
- The users should be able to manage end to end processes
- Data cleansing is critical
- Need to involve more business people to clean data
- Think clearly about selection criteria for GL5
- Live updates – the medium of update rather emails or appropriate messages
- Targeted and timely comms
- Pre-Go Live training development to be further looked into – end to end process overview
- Roles that need full overview need to be across all the training
- Scenario based training rather than function based
- Not adequate allowance for training
- Provide training environment that actually works
- Process to retrieve information and it takes twice as long than in pathway
- Stress levels are extreme
- When an incident is raised the trigger should be set against the person who raised it
- Add comment capability to a checklist step
- Process tweaks – progress prompts.

Resource Management Lessons Learned

Comms

- RC Updates from Terese – highlight at the start of these if there are any important changes in process/operation and consider briefing the trainers/floorwalkers on them in advance
- Reinforce in communications to staff that the customer and business outcomes are still more important than blindly adhering to process
- Consider issuing communications to Consenting customers – particularly for subdivisions – to make them aware there will be delays to lodging and processing after go-live and to get their applications in early

Training

- Deliver education and training sessions more aligned to business processes for each role e.g. how a planner needs to do their job end-to-end, plus the Admin team need to understand Planning process as well as their own so they can support them. Rewrite training manuals accordingly
- Better up-front education, demos and Q&A on how EDRMS Search needs to be used to support specific business processes – incorporate into process-based training sessions
- Perform training for Team Leaders on BI reporting
- Consider incorporating refresher training for GL4 users into GL5 rollout training (refresher topics would need to be identified)
- Select trainers from a wider cross-section of the business teams, not just Admin
- Consider getting Finance people to train Finance owned processes e.g. Refunds

- Training material to be handed over to business owners so they can maintain it, but ensure it is accessible in a central repository

Data

- Do more to stop users being inundated with unnecessary worklist tasks – earlier and better focus on data cleansing

Processes

- Rachel to look in detail at the 223 process to understand why it is taking so much longer since go live (some known incidents are contributing to this but the whole process should be reviewed)
- Look at identifying and removing some inefficient process steps e.g. RFI for Scanning

Familiarisation

- Secure a sandpit environment or at least make better use of the training environment for users to familiarise themselves with the NewCore solution prior to the training environment being locked down for training in April
- As soon as possible after Xmas, start bringing people from Central and South offices to experience using NewCore in the North and West and keep rotating people through

Deployment

- Reconsider deployment and data migration to complete in flight items in the legacy systems up to an agreed point and enter new applications into NewCore,
- Look at the risk of significant impacts in June 2017 from Consenting Made Easy and Unitary Plan all making changes concurrently with NewCore GL5, ensure impacts are managed
- Better manage the communication to and training of external consultants to ensure they are ready to work on the NewCore system at go live

Business Owners Group

- Business took ownership of issues/wins
 - Acknowledge wins and efforts
- Business Readiness
 - Awareness (#nosurpriseday)
 - Targeted comms and education
 - Equip team leaders to lead their teams through the transition
- Support
 - 1 on 1
 - On-site, co-located
- Business preparation for data/financials
 - Visibility of gaps/issues
 - Focus on Data cleansing
- Training delivered by business people
 - Supported by SMES
 - Business language
- Comms
 - Targeted to stakeholders
 - What impacts will be

6.4 Appendix 5 Financial closure

Final position:

Programme under reset budget by	\$3.5m
- Capex	\$2.3m
- Opex	\$1.2m

NewCore Financial Summary	CURRENT MONTH			PROGRAMME TO DATE ANALYSIS					
To 31 July 2017	Current Month Only			Programme to Date					
	Budget	Actuals	F'cast last mth	Budget	Actuals	F'cast last mth	% compl. per schedule	CPI	SPI
CRM, RFS and Licensing (CLIC)	0.40	0.02	0.12	18.40	16.49	17.39			
Property, LIMs and Consents (PLC)	0.38	0.02	0.00	22.11	20.99	20.62			
Customer Financial Mgmt (CFM prev R&B)	0.61	0.02	0.05	27.25	20.00	20.11			
Information Management, EDW, Integration	0.53	0.18	0.29	34.13	37.55	37.72			
EDRMS (Document Management)	0.00	0.00	0.00	1.95	1.95	1.95			
Archive and Decommissioning	0.00	0.00	0.00	0.51	0.01	0.01			
MCC Rates Migration	0.00	0.00	0.00	1.22	1.21	1.21			
Testing	0.05	0.00	0.00	7.06	8.01	8.04			
Data Migration	0.32	0.14	0.28	12.30	22.50	22.79			
People & Change incl. training	0.08	0.01	0.02	4.30	1.17	1.24			
Programme Mgmt	0.54	0.08	0.61	21.66	18.74	19.84			
CAPEX TOTAL (excl contingency)	2.92	0.45	1.36	150.91	148.63	150.91			
Contingency									
CAPEX TOTAL (incl contingency)	2.92	0.45	1.36	150.91	148.63	150.91			
OPEX	0.02	0.10	0.26	6.03	4.81	6.04			
TOTAL CAPEX & OPEX	2.94	0.56	1.63	156.94	153.44	156.95			